

'Practice Makes Perfect' – The Significance of Standardised Methods and Procedures in Public Administration: A Case of the Madibeng Municipality

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Abstract: Even though research on the determining and revision of methods and procedures as generic administrative functions matured in the late 1990s, there is a shortage of research on the significance of standard operating procedures in public administration in present-day local government. As a result, there is lack of knowledge of what the determining and revision of methods and procedures entail and the exact nature of standard operating procedures that municipalities implement. More often, researchers fail to adequately interpret the scope of methods and procedures, identify types of procedures, and recognise the significance of standardised methods and procedures at operational level in local governments. Consequently, the development and implementation of standard operating procedures are often reduced in practice to red tape or the excessive use of inflexible rules and regulations. The significance of methods and procedures is unfortunately underestimated and at times poorly expressed in public administration literature. With regard to the Driving Licence Testing Centre of the Madibeng Municipality, the lack of standardised methods and procedures results in unjustifiable delays in the issuing of driving licences and lengthy queues is a familiar sight. Also, staff of the Driving Licence Testing Centre can often not be held accountable for not upholding directive documents and guidelines. By implementing standardised methods and procedures, the Driving Licence Testing Centre of the Madibeng Municipality, fulfil its duties in terms of what is required to ensure driver fitness. This paper uses quantitative and qualitative data as well as document analysis of a specific case, the Madibeng Municipality, to explore the importance, nature and scope of the determining and revision of methods and procedures in public administration. It analyses and interprets responses to five statements posted to the respondents as well as dialogues from the follow-up interviews. The paper concludes with recommendations to the Madibeng Municipality.

Keywords: Driving licence testing centre, Method, Procedure, Public administration, Standard operating procedure

1. Introduction

The determining and revision of methods and procedures specify the sequence, processes and techniques necessary to execute certain actions and operations within a given framework. It states how tasks, programmes, responsibilities and controls must be exercised, and also indicates who must take action. Methods and procedures thus form an indispensable part of any public organisation's activities (Ijeoma & Nzewi, 2016). Botes, Brynard, Fourie and Roux (1996) claim that methods and procedures simplify the work of public and municipal officials; it also enables the officials to utilise the authority delegated to them. As a generic administrative function, the determining and revision of methods and procedures are intertwined because methods, as the orderly arrangement of valid and legal ideas and ways of executing tasks, cannot exist without procedures as a series of consistent chronological

steps that must be followed to accomplish a task (Kanawaty, 1992). Consequently, methods and procedures are built into all public service activities, regardless whether these are administrative, functional or auxiliary.

Despite the significance and benefits of using standardised methods and procedures, it seems that the Madibeng Municipality lacks contemporary and efficient standard operating procedures for the issuing of driving licences... impeding driver fitness. The current situation revealed how disintegrated legislated aims and objectives are in relation to policy implementation at operational level. The research problem is thus that the lack of contemporary and relevant standard operating procedures impedes the effective issuing of driving licences at the Driving Licence Testing Centre of the Madibeng Municipality (hereafter referred to as the MM DLTC). The purpose of this article is thus to establish the significance of

determining and revising methods and procedures, and standard operating procedures in public administration, specifically at the MM DLTC.

The study commenced with a conceptual analysis of the concepts 'public administration', 'methods' and 'procedures'. Sketches of types and the importance of methods and procedures then follow. A brief overview of the case study is provided before the research methodology is elaborated on. The data analysis and findings are thereafter presented to enable relevant and practicable recommendations to the MM DLTC.

2. Conceptual Analysis

To place this study in the context of public administration, the concept 'public administration' is defined before the concepts methods and procedures, are put into perspective.

2.1 Defining Public Administration

In this study, the concept 'public administration' is utilised to describe the processes and functions provided by government to serve society according to its needs, desires and demands, as well as the academic discipline that study these processes and functions (Nkuna & Sebola, 2014). The concept 'public administration' is thus broad-ranging and comprises of a combination of fundamental activities, principles and practices to provide public services, as well as enable the understanding of government's processes and functions and its relationship to society within a feasible and constitutionally justifiable framework (Erasmus, 2015). In summary:

Public administration is a process that has to do with government institutions and the activities of appointed public officials aiming at satisfying the needs of society within the borders of a specific state (Wessels, 2017). It includes the provision of public services and products by the authorities at all spheres of government (Thornhill, 2012). Public administration as a process may broadly be defined as any kind of administration in the public interest (Basu, 2004).

Public administration is an academic discipline that aims to study the various processes and activities of government institutions that have the purpose of improving the general welfare of society by providing public services and products to society. As an

academic discipline, Public Administration refers to the activities of scholars, academics and students as they make a study of public administration in practice (Theletsane, 2013).

Public administration is grounded within the public interest and comprises of a mixture of processes and functions that embodies the relationship between government and society. The significance of public administration in South Africa is thus vested in service to the public within the legal framework provided by the Constitution of 1996 to advance the common good (Constitution, 1996: Section 195(1); Daweti & Evans, 2017). Since public administration is concerned with the execution of functional, specialised and auxiliary activities, public managers and officials must determine and follow certain procedures to perform their duties. Methods and procedures, as an integral element of public administration, is determined and implemented so that government institutions may fulfil its calling, i.e. promote the public interest.

2.2 Methods and Procedures

The concept 'method' in public administration refers to the manner in which a specific step within procedure is performed. A method is thus the orderly arrangement of ideas or regular habits. Methods in this study will be defined as thorough consecutive steps or instructions of how a procedure must be performed, while the concept 'procedure' refers to the actions or steps to be taken in succession to complete a task or to carry out policy (Cloete & De Coning, 2011). According to Booyens (2001), the purpose of procedures is to be used for communication, understanding, standardisation and coordination. Procedures will therefore be defined as a series of interdependent consecutive steps and instructions which must be taken towards the achievement of a set objective. Work procedures are interpreted as a management tool for internal control and innovation (Nzewi, 2017). Methods and procedures are thus very similar, but a method is a smaller component of a procedure. A procedure is a way of placing the smaller components (methods) together in sequence or combination to achieve objectives (Cloete & De Coning, 2011).

De Treville, Antonakis and Edelson (2005) and Kanawaty (1992) described 'standard procedure' is a series of actions or chronological steps which have to be executed in the same manner to always

achieve the same result under the same conditions. Therefore, it can be posited that standardised procedures are step-by-step sequences of activities that must be followed in the same order over a wide number of situations and over an open period of time to eventually correctly perform a task. Nzewi (2015) as well as Barbosa, Zuliani Mauro, Bavaresco Cristóvão and Mangione (2011) concur with this definition and assert that standard operating procedures comprise detailed instructions to attain uniformity when officials carry out a specific function. Alvarez and Hall (2008) added that accurate, accepted and approved methods and procedures act as instruments to ensure compliance with legislative requirements.

3. Literature Review

Methods and procedures manifest in a process as a series of steps conducted in a specific manner; primarily in established and routine actions and behaviour. In public institutions, these series of actions occasionally constitute a point of contact between public officials, as representatives of government, and the public as the citizens of the state. This point of contact with the public directly or indirectly gives meaning to what Acts and Regulations imply to ordinary citizens by way of the everyday work and the established manner in which tasks are executed (Knott & Miller, 2008). A certain image of government is created of how ordinary citizens are treated during face-to-face interventions with public officials. Compliance with legislative frameworks should form the backbone during these interventions so that a precise image of government is portrayed (Nzewi, 2013). This implies that certain activities are pre-planned and instructions on how public officials should perform their duties should be established. The instructions generally comprise step-by-step guidelines of what needs to be accomplished, while considering individual behaviour within certain working environments. Furthermore, responsibilities need to be identified and information about how and when tasks need to be completed should be stated. It now becomes clearer that methods and procedures should be subordinate to legislation, but with the force of delegated legislation.

3.1 Types of Procedures

Three types of procedures can be differentiated. The first type of procedure is legislative authorised

by statute and applied by standard operating procedures with the full force and effect of the law. Legislative procedures are technically highly specialised procedures and are enacted by Parliament after seeking expert advice on the matter (Ponte, Gibbon & Vestergaard, 2011). The second type of procedure is interpretative. Interpretative procedures guide the public and public officials of how to interpret legislation. Examples of interpretative procedures include decisions made by judges in a court of law, including judgments and court rulings.

The third type of procedure refers to a broader understanding of the concept of *standards* and includes standardised procedures that govern government departments' internal practices (Ponte *et al.*, 2011). Budgetary instructions and guidelines issued by financial sections of government departments are examples of standardised procedures enforced as delegated legislation. The significance of standard operating procedures is consequently found in well-structured and uniform explanations of how legislation and policy should be implemented.

3.2 Importance of Methods and Procedures in Public Administration

Methods and procedures form an integral part of all the activities of public managers and officials with the aim to ensure compliance with legislation through coordinated actions. Methods and procedures are reflected in directive documents, such as policies, standard operating procedure manuals and codes of conduct. These directive documents serve as guidelines of how officials should act when addressing the needs of society. Non-compliance with official directives does not necessarily imply disobeying the law. However, it implies misconduct which might result in disciplinary investigations, suspension or dismissal (Evans & Dean, 2003).

Legislators play a crucial role in formulating policy. However, Parliament and provincial legislators cannot attend to all the legislative requirements required to implement policy effectively at all spheres of government. To surpass harsh time constraints, the drafting of methods and procedures is delegated to responsible authorities at operational level. Methods and procedures then serve as a necessary bridge between the political decision-making system and the officials who implement public policy on operational level. Without standardised procedures, effective and efficient service delivery would

be lacking as the actions of public officials will not be coordinated towards reaching the goals of government (Reddy & Govender, 2014).

3.3 Bureaucracy, Red Tape and Standard Operating Procedures

Rules, regulations and procedures that entail a compliance burden without advancing the legitimate purpose they intend to serve is generally defined as red tape. Consequently, an unavoidable negative connotation associated with standard operating procedures and bureaucracy is red tape or the excessive use of inflexible rules and regulations. Cumbersome standardised procedures generally seem to be developed by and exclusively for the benefit of the public officials while mostly excluding benefits to the public (Kaufmann & Tummers, 2017).

Contradicting the typical view that bureaucracy and standardised procedures result in red tape that impedes the public interest, De Treville, *et al.* (2005) indicated that the use of standard operating procedures may lead to meaningful working conditions. Despite the negativities associated with bureaucracy and rigid procedures, standardised methods and procedures have benefits; particularly in situations where routine tasks are performed by a maximum number of employees over a long period.

With the brief literature review covered, details about the case study are presented in the following section.

4. Driving Licence Testing Centre of the Madibeng Municipality

The Madibeng Municipality, a Category B municipality, is one of five local municipalities in the Bojanala Platinum District Municipality, one of four district municipalities in the North West Province (Local Government Handbook: South Africa, 2017). The Madibeng Municipality is facing rapid development and growth which implies that while there is infrastructure that requires continued maintenance and rehabilitation, there is a huge demand to cater for previously under-serviced areas. This requires significant resources and as such, the municipality's financial strategy is based on strict financial reform. Moreover, the municipality is characterised by huge backlogs in service delivery and a large number of households that do not have direct access to electricity, clean water and sanitation. To

compound these problems, the municipality also faces the non-payment of services. The backlog in service delivery and the non-payment of services places undue pressure on the financial status of the municipality. This results in limited resources available to address and respond to the needs of the citizens of the municipality. The DLTC that falls under the Directorate of Public Safety, Fleet and Facilities Management, is not exempted from these challenges. The influx of learner drivers from areas outside the municipal area is one of the challenges experienced by the DLTC. As a result, insufficient resources have limited the DLTC's capacity to consistently fulfil its role and responsibilities (Madibeng Municipality, 2019).

The MM DLTC is equipped and authorised to examine and test applicants for learner and driving licences of any code; substitute a driver's licence of any code with the new format; and issue new and duplicate learner licences, driving licence cards, and professional driving permits. General problems experienced by the MM DLTC are that incorrect details on driving licence cards are often reported by the public. In addition, procedures are neither aligned nor updated according to the licensing and road traffic policy amendments. These outdated procedures often result in unlawful actions. The development and implementation of standard operating procedures offer a probable solution at operational level. Standard operating procedures for the Centre must subsequently be founded and based on the provisions of the National Road Traffic Act 93 of 1996 and the relevant National Road Traffic Regulations. From a legal perspective, any newly developed standard operating procedures need to become law in action and enforce delegated legislation (Vigoda, 2002).

The research design and methodology followed to determine what the significance is of determining and revision of methods and procedures at the MM DLTC are elaborated on in the following section.

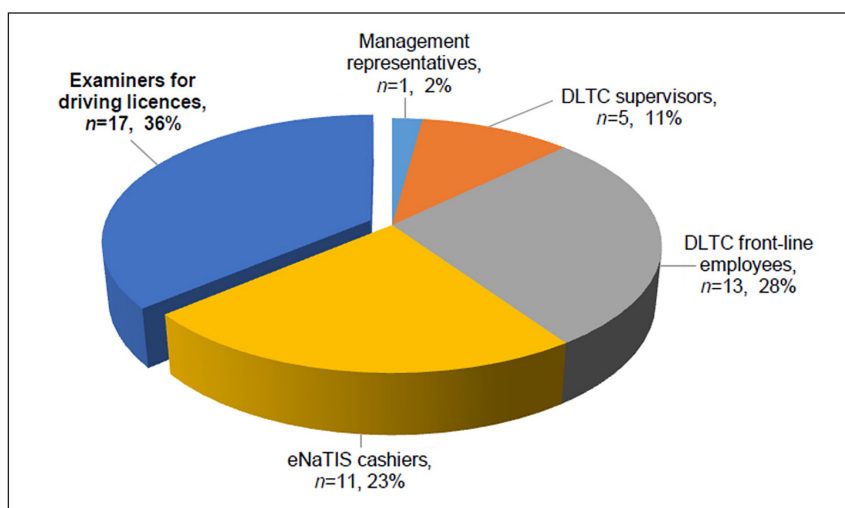
5. Methods and Materials

The study adopted both the non-empirical and empirical research methodology. The non-empirical aspect of the study included a thorough literature review. Empirical data was collected utilising a combination of quantitative and qualitative research designs that is, a mixed methods research design. One questionnaire and two sets of interview questions were utilised as data collection methods. The

Table 1: Selected Target Population, Sample Size and Sampling Techniques

Data collection instrument	Population	Sample size	Sampling technique
Structured questionnaire	56 employees of the DLTC	56 respondents	Probability sampling
Personal interviews	1 management representative 3 supervisors	4 participants	Non-probability sampling

Source: Author's interpretation

Figure 1: Quantitative Data - Sample Distribution by Occupational Category

Source: Author's interpretation

interview schedules were developed after analysing the responses to the questionnaire and identifying matters that needed further clarification.

5.1 Sampling Procedures

Only officials directly involved with issuing driving licences were requested to complete the questionnaire and/or were interviewed. Two parallel sampling techniques were considered appropriate for the study. The selected target population, sample size and sampling techniques are summarised in Table 1.

With regard to the completion of the questionnaire, the majority of the responses comprised of the examiners for driving licences. All the response percentages are illustrated in Figure 1 per occupational category.

In addition to the questionnaire, semi-structured personal interviews were conducted. The reason for embarking on semi-structured personal interviews was to allow the participants to provide input and any information they think is significant. As opposed to the questionnaire that was distributed

to all the staff at the Centre, the interviews were directed at one manager and three supervisors. Ethics clearance for this study was obtained from the University of South Africa prior to collecting data. Data collection took place after permission to conduct the study was acquired from the Madibeng Municipality.

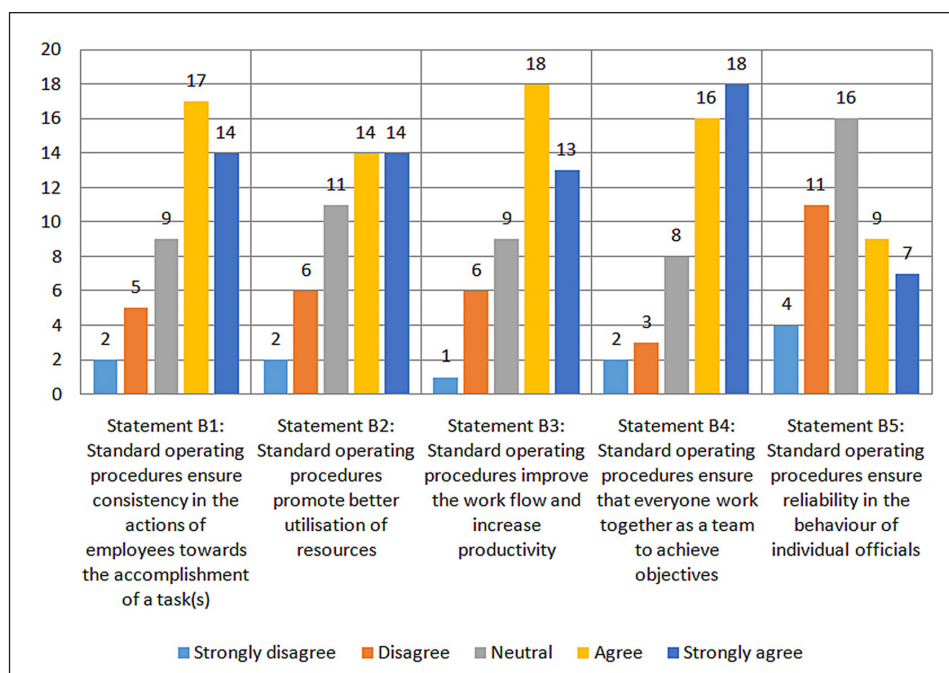
6. Results and Discussion

This section describes the findings and interpretations of the data obtained by way of the questionnaire and the interviews.

6.1 Analysis of Quantifiable Data: Questionnaire

Section B of the questionnaire dealt with the respondents' opinions about the significance of determining and revising or updating methods and procedures, including standard operating procedures at the MM DLTC. The respondents were requested to indicate their level of agreement with five statements by selecting one of the following options: 1 = *Strongly Disagree*, 2 = *Disagree*, 3 = *Neutral* (neither agree nor disagree), 4 = *Agree* and 5 = *Strongly Agree*.

Figure 2: Use and Significance of Standard Operating Procedures - Total Responses



Source: Author's interpretation

Detailed analysis and findings of each of the statements included in the questionnaire follows immediately after Figure 2 that summarises the quantifiable data.

6.1.1 Ensuring Consistency in Accomplishing Tasks

Methods and procedures offer every official involved in performing a task, an overview of the total actions, so that the official acquires a better understanding of any of the individual steps and detailed activities of the institution or department. In this way, public officials can understand how their seemingly trivial activities relate to an entire task and other activities performed by their colleagues (Nzewi, 2015). Statement B1 (*Standard operating procedures ensure consistency in the actions of employees towards the accomplishment of a task(s)*) sought to establish whether the implemented methods and procedures at the MM DLTC equip and enable the employees such that their actions are executed in a consistent manner when completing a task. With regard to the data, four percent ($n=2$) strongly disagreed and eleven percent ($n=5$) disagreed that standard operating procedures ensure consistency in the actions of employees towards the accomplishment of a task. A total of nineteen percent ($n=9$) of the respondents remained neutral. A significant thirty-six percent ($n=17$) agreed, while thirty percent ($n=14$) strongly agreed with the statement.

Based on the opinions held by the respondents, it is concluded that the (limited) available procedures at the MM DLTC promotes consistency of the employee's actions and behaviour at the Centre.

6.1.2 Utilising Resources Optimally

Once methods and procedures have been developed in the form of standard operating procedures, the road has been paved for improved workflow, increased productivity and better utilisation of resources (Alvarez & Hall, 2008). To test this benefit in an environment with limited resources, statement B2 (*Standard operating procedures promote better utilisation of resources*) sought the DLTC employees' opinions of whether standard operating procedures leads to the effective and efficient utilisation of their restricted resources.

In this instance, four percent ($n=2$) of the respondents strongly disagreed, while thirteen percent ($n=6$) disagreed that standard operating procedures promote better utilisation of resources and twenty-three percent ($n=11$) of the respondents remained neutral. A total of thirty percent ($n=14$) of the respondents agreed and another thirty percent ($n=14$) also strongly agreed with the tendency towards effective and efficient utilisation of resources. The majority of the respondents inadvertently realised that standard operating procedures offers the Centre certain advantages.

6.1.3 Improving Workflow and Increased Productivity

Methods and procedures in the form of standard operating procedures leads to, amongst other advantages, improved workflow, increased productivity and a decrease in the cost of services and products (Alvarez & Hall, 2008). However, these advantages can only be achieved by using procedures that are accurate and relevant to the applicable work situation. Statement B3 (*Standard operating procedures improve the workflow and increase productivity*) endeavoured to establish whether the respondents from the MM DLTC held that standard operating procedures at the Centre improves the workflow and, as a result, also increases productivity. Should the majority responses lean towards better workflow and increased productivity, the data will confirm that the existing procedures could be utilised as a foundation for the development of a new and updated set of standard operating procedures.

Two percent ($n=1$) of the respondents strongly disagreed and thirteen percent ($n=6$) disagreed with the notion that standard operating procedures improves the workflow and increases productivity, while nineteen percent ($n=9$) of the respondents remained neutral (neither agreed nor disagreed). A significant majority of the respondents agreed with the assertion that there is a link between standard operating procedures and the progress (or rate of progress) in work being done. A total of thirty-eight percent ($n=18$) agreed and twenty-eight percent ($n=13$) agreed quite strongly. The majority of the responses, sixty-six percent (thirty-eight percent plus twenty-eight percent) in total, thus either agreed or strongly agreed that standard operating procedures at the MM DLTC results in improved workflow in issuing licences as well as increased productivity, which ultimately results in effective and efficient public service delivery (Clark, 2015). The findings revealed that minimum procedures exist at the MM DLTC and concurs with the assumption.

6.1.4 Achieving Objectives Through Teamwork

Officials who are involved in a specific step of a task can consult the standard operating procedures to acquire a clearer understanding of how their activities relate to those of their colleagues. Consistency of the individual official's actions in the accomplishment of the task is thus assured because they are informed of the combined actions/steps (Nzewi, 2013). Standard operating procedures to issue

driving licences are communicated to the DLTC officials so that they are aware of how to achieve the objectives as a team namely: testing applicants and the subsequent issuing of the appropriate licence should the person pass the test. So, with the use of standard operating procedures, DLTC employees could work collaboratively regardless of whether they are aware of every detail of their colleagues' functions (Alvarez & Hall, 2008). Statement B4 (*Standard operating procedures ensure that everyone work together as a team to achieve objectives*) sought to confirm whether methods and procedures promote standardisation for a chain of different actions as it structures the way in which officials perform their duties as a team (Evans & Dean, 2003).

With regard to the number of responses received, four percent ($n=2$) of the respondents strongly disagreed, while seven percent ($n=3$) of the respondents disagreed that standard operating procedures ensure that everyone works together as a team to achieve the objectives. Seventeen percent ($n=8$) of the respondents remained neutral, thirty-four percent ($n=16$) agreed, while thirty-eight percent ($n=18$) agreed strongly with the statement that standardised procedures boost teamwork at their office. The overwhelming sentiment seems to be that the implementation and utilisation of standard operating procedures leads to the achieving objectives through teamwork.

6.1.5 Encouraging Reliable Behaviour Among Individual Officials

It is generally expected that methods and procedures will guide the official's actions when interpreting and executing public policy and not control their behaviour (Reddy & Govender, 2014). Consequently, statement B5 (*Standard operating procedures ensure reliability in the behaviour of individual officials*) was formulated to acquire knowledge of modern day respondents' views of the influence of standard operating procedures on an individual official's behaviour in the workplace. It is significant that thirty-four percent ($n=16$) of the respondents neither agreed nor disagreed with the statement, that is, they were not prepared to commit themselves either way. Of those respondents who committed themselves, twenty-three percent ($n=11$) of the respondents disagreed, while a further nine percent ($n=4$) disagreed vehemently. In contrast, nineteen percent ($n=9$) agreed, while only fifteen percent ($n=7$) of the respondents agreed strongly that standard operating procedures can be used as a management tool to

control the behaviour of individual officials, as supported by Nzewi (2017). It can be inferred from the majority of the respondents who remained neutral that standard operating procedures ensures reliability in individual official's behaviour, which requires freedom and flexibility to a certain extent. However, when reflecting on the confirmation that standard operating procedures lead to the achievement of objectives through teamwork, it can be deduced that standardised procedures promotes the behaviour of groups of individuals who perform a sequence of steps to complete a task.

6.2 Analysis of Qualitative Data: Follow-up Interviews

To establish the extent to which standard operating procedures are actually utilised at the MM DLTC, Manager A was interviewed for further insights. He confirmed that standard operating procedures have the same authority of delegated legislation. Manager A also indicated that standard operating procedures should be utilised as law in action, because standardised procedures are utilised primarily to ensure compliance with legislation at the DLTC. His responses supported the underlying premise of the study that the effective implementation of updated standard operating procedures to issue driving licences according to the licensing and road traffic legislation. However, Manager A admitted that there is a lack of (updated) standardised procedures at the Centre. This confirmed the notion to identify the lack of procedures, as correct.

When analysing the questionnaire, it was noted that the respondents reacted positively towards the relationship between standard operating procedures and teamwork, while a significant number remained neutral about the link between standard operating procedures and the effect thereof on the behaviour of individual officials. Thus, a follow-up interview question was posed to Manager A to acquire further insight into the relationship between standard operating procedures and teamwork at the MM DLTC.

Manager A suggested that the staff acts with certainty and commitment when their decisions are based on the requirements included in the procedures. He confirmed that groups of employees, such as the cashiers and the examiners for driving licences occupational categories, work together as teams to accomplish their daily routines and duties.

Though, Manager A cautioned against working in isolation because it may result in undetected deviation from standardised procedures by individual employees. Based on Manager A's response, it is deduced that the implementation of standard operating procedures encourages conformist behaviour at the Centre, as advocated by Nzewi (2013).

To further explore the utilisation and significance of standard operating procedures at the MM DLTC, statement B3 (*Standard operating procedures improve the workflow and increase productivity*) of the questionnaire endeavoured to establish whether the respondents held that the utilisation of standardised procedures improves workflow and productivity. The majority of the respondents replied positively to the statement. It was also revealed that standardised procedures ensure better workflow and productivity. However, the exact way in which procedures are optimised at the MM DLTC still needed to be established. Three supervisors were consequently asked individually to explain how they would go about using standard operating procedures to improve the workflow at the DLTC. All three supervisors were convinced that the standardised procedures encourage consistency in the actions and behaviour of their subordinates and their colleagues. One of the supervisors preferred to elaborate on how the existing procedures guides the communication flow at the Centre, while the other two supervisors focused on advantages such as consistency, improved planning and compliance with legislation. All three supervisors spoke about the benefits of implementing procedures. Supervisor A agreed that standard operating procedures become visible when routine actions allow reliability and predictability of the tasks to be performed. In this way, standard operating procedures attach legitimacy to the relevant routines because all actions must be executed within a clear legal mandate (Department of Public Service and Administration, 2014).

Supervisor B argued that workflow is improved because standard operating procedures lead to better planning and the utilisation of resources. Supervisor B also confirmed that standardised procedures promote better planning, while pointing towards the requirement to comply with legislation. Consequently, the predictable nature of routine tasks and the consistency provided by standard procedures leads to effective planning during policy implementation. Better planning

would ultimately lead to improved workflow and productivity. Supervisor C echoed the argument held by Evans and Dean (2003) that methods and procedures communicate information to employees so that they understand what, when and how to perform their duties.

The recommendations presented in the following section build on the literature review and the empirical findings of the study.

7. Conclusion and Recommendations

The literature review revealed that, as a generic administrative function, the concepts methods and procedures are intertwined and form an integral part of the activities of public and municipal managers and officials with the aim of ensuring compliance with legislation. As a process, methods and procedures is an interdependent and interrelated process which receives inputs, acts upon them while considering feedback from the environment, and then produces outputs. It was eventually confirmed in the empirical research that methods and procedures are significant in the South African public service because of the growing need to coordinate the activities of officials in all the spheres of government, specifically at the MM DLTC.

The DLTC staff admitted that standardised procedures offer certain advantages to the Centre, and results in effective utilisation of resources. It is interesting that the staff believe standardised procedures enhance teamwork at the office. It seems that groups of employees, such as the eNaTIS cashiers, work together as teams to accomplish their daily routines and duties. It is recommended that management guard against individual employees working in isolation as it may result in undetected deviation from standardised procedures. Furthermore, deviations from policy and procedures should not be allowed.

Actions executed at the DLTC are within a clear legal mandate and standard operating procedures can be used as a tool to legitimise relevant routine tasks. Unfortunately, there is a lack of updated standardised procedures at the Centre, and the existing procedures does not comprise the full scope of the processes and tasks necessary to issue licences. Due to the benefit that the limited available procedures promote consistency among the employees, it is recommended that the DLTC management representative conducts an analysis to determine

which procedures are lacking. It is suggested that when updating and developing the procedures, a basic framework for the development of standard operating procedures is applied.

To improve service delivery at the Centre, management is encouraged to exploit the positive perception of the staff to ensure that standard operating procedures results in improved workflow in issuing driving licences as well as increased productivity. It is suggested that management focuses on the potential reliability of individual officials when implementing new methods and procedures. It is further recommended that the predictable nature of routine tasks and the consistency provided by standard procedures is used for effective planning. Moreover, the management representative should ensure that the procedure manuals are accessible for input by the staff, relevant authorities and other role-players.

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